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ABSTRACT

The effect of race on faculty pay, controlling for length of service and academic rank, was studied at the School of Management at a medium-sized, southwest university. The objective was to determine whether racial bias or discrimination affect faculty salaries. All of the 22 full-time faculty in the study were male and held Ph.D. degrees. Seven were nonwhite: one was Black, three were of East Indian descent, and three were of Chinese descent. Only faculty who had been at the university 3 years or more and had received at least two pay raise evaluations were assessed. All but three had the rank at the tenured associate professor level or higher. Using multiple regression analysis, it was found that white faculty received on the average $462 more than nonwhite faculty in annual salary raises, and they earned on the average $4,200 more than nonwhites. Rank accounted for a difference in salary raises of $25 per year. Persons with longer tenure received about $18 less than more recently hired persons in terms of annual salary raises. It was concluded that the process by which pay is determined appears to be biased against minority faculty. Implications for the enhancement of equal employment opportunity are discussed. A four-page list of references and several tables are appended. (SW)

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Faculty Salary Differentials by Race: A Management School Case Study of Suspected Treatment Discrimination

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Running Head: FACULTY SALARY DIFFERENTIALS BY RACE

Abstract

A case study of the effects of race on pay for a group of management faculty members at a state university revealed that, after controlling for academic rank and length of service, white faculty members received on the average $462 more than nonwhite faculty members in annual salary raises and they earned on the average $4200 more than nonwhites. These results existed even though nonwhites' length of service and academic ranks were comparable to that of the whites in the study. The results are discussed in terms of implications for the enhancement of equal employment opportunity at the subject institution.

Faculty Salary Differentials by Race: A Management School Case Study of Suspected Treatment Discrimination

Equal employment opportunity legislation has required employers to actively recruit and hire women and minority group members for various organizational positions of responsibility. The effects of this process on the experiences and work outcomes of minority persons, as well as women, in the public and private sectors have generated a good deal of interest and research (cf. Fernandez, 1981; America & Anderson, 1978; Terborg & Ilgen, 1975; Stewart & Gudykunst, 1982; Alderfer, Alderfer, Tucker & Tucker, 1980; Kaufman, 1980; Ford, 1976, 1978; Davis & Watson, 1982). Much of this research has focused on the problems associated with access and treatment discrimination (Terborg & Ilgen, 1975) against women and minority group members in their fight to gain access to and upward mobility in white-male-dominated organizations. Access discrimination encompasses non-job-related limitations placed on an identifiable subgroup (e.g., women, Hispanics, blacks, etc.) at the time a job or position is filled. Examples are closure of higher skill level jobs, lower starting salaries, etc. Treatment discrimination encompasses invalid differential treatment of subgroup members once they have gained access into the organization, examples of which are slower rates of promotion, smaller or less frequent salary raises, etc. (Terborg & Ilgen, 1975).

While some of the recent research studies cited above have reported progress in terms of hiring or access discrimination, it still remains a major problem for many minority group members. Moreover, treatment discrimination also appears to still be a major problem in terms of lower earnings and slower promotions for minority group members vis-a-vis their white or male counterparts (cf. Brown & Ford, 1977; Davis & Watson, 1982; Sigelman, Milward, & Shepard, 1982; Stewart & Gudykunst, 1982). Presently, the salaries of women employees still remain roughly 70% to 80% of what males are paid in many organizations. While this is true in many private and public sector organizations, it is also true in institutions of higher education.

Ironically, higher education institutions, which pride themselves on their egalitarian outlooks and merit principles, have been found to be notable offenders in this regard. Roose and Doherty's (1978) study of sex discrimination in faculty salaries suggested that bias may be more prevalent at the college level than is generally thought. Sigelman, et al. (1982), in a case study of 424 administrative personnel in a large state university, found that there was an overall yearly salary differential of approximately $5,343 between male and female administrators. Even when responsibility level was controlled, male administrators still earned an average of $2,011 more than their female counterparts. This is clearly suggestive of

treatment discrimination and possible bias against female administrators at the institution studied by Sigelman and his associates. Unfortunately, the authors were unable to systematically examine the issue of race as a predictor of salary levels due to the very small number of nonwhite employees. In fact, a much less researched and less evident facet in the area of treatment discrimination and adverse impact in higher education is the effect of race in predicting salaries of minority group members. Although some evidence is available which suggests that treatment discrimination against minorities in higher education with respect to promotions and tenure is a problem (cf. Middleton, 1978; Poussaint, 1974; Groomes, 1982; Associated Press, 1983), evidence regarding suspected treatment discrimination against minorities with respect to pay is sorely lacking.

The present study was undertaken to specifically explore the extent to which treatment discrimination, if any, existed for a group of minority faculty members in the School of Management at a medium-sized university in the Southwest. More specifically, the research question of interest concerned the unique effect of race on pay, controlling for length of service and academic rank, for the management faculty at this institution. If race explains a significant independent percentage of the variance in pay, over and above that explained by length of service and academic rank, then this would be suggestive of treatment discrimination against minority group faculty members relative to pay.

The study was motivated by three factors. First, a recent National Conference on Issues Facing Black Administrators at Predominantly White Colleges and Universities, hosted by the Massachusetts Institute of Technology (MIT) in June of 1982, stressed the critical need for higher education institutions to keep as a goal on their agenda the building and sustaining of a commitment to equal opportunity and the translation of this commitment into specific policies and programs. In fact, Dr. Paul E. Gray, President of MIT, emphasized that:

> . . .The president and senior officers themselves must assume leadership for the institution's commitment to, and progress in, equal opportunity. They set the pace and style of the institution through their decisions and actions and can make the difference between a strong and progressive institution on the matter of minority concerns and one which is passive or even recalcitrant. . . . (Gray, 1982, p. 295).

Second, several minority faculty members who were subjects for the present study had suffered recent setbacks at the hands of senior university administrators regarding promotions and/or salary raises in spite of the fact that their peers and outside evaluators, during the promotion review process, had deemed them worthy and deserving of the promotions at that time. Third, and more critical to the need to examine these issues, is the fact that one of the minority faculty members had filed a pay discrimination suit

against the University and a second such suit on the part of another minority faculty member in the School of Management seemed imminent. These latter events would certainly seem to point to the importance of the issues to the faculty members involved and the need to examine in detail several factors associated with the allocation of extrinsic rewards, especially pay, in the School of Management at the subject institution. Moreover, the present author was a colleague of several of the faculty members at the subject institution and was somewhat familiar with the circumstances which existed in the School of Management at the subject institution.

Salary raises and other matters regarding pay are largely determined by the Dean of the School of Management at the subject institution. Promotion and tenure decisions, however, involve a multi-stage process and groups of several evaluators in addition to the Dean (e.g., ad hoc committees, Committee on Qualifications, student teaching evaluations, etc.). Therefore, the process for determining pay is highly susceptible to the particular biases of the Dean.

The primary vehicle for annually reporting data on faculty performance in the School of Management is a self report activity sheet which requests the faculty member to summarize his or her yearly activities with respect to publications and conference presentations, teaching activity, academic citizenship, and faculty recruiting. This information is then forwarded to the

Dean for his action on merit raises. It is possible that the Dean's subsequent actions regarding merit raises are based on prior decisions made regarding the faculty as a whole which differentiated it into "ingroup" and "outgroup" subgroupings. In fact, Chassie (Note 1), in developing a model which identifies the determinants, moderators, and outcomes of differential quality in vertical dyadic exchanges, draws heavily on the vertical dyadic exchange research and offers several suggestions regarding the manner in which superior decisions about subordinate performance are made that have direct application to the present study.

More specifically, it is proposed that an automatic classification process (Schneider & Schriffin, 1977) is used by the superior (in this case, the Dean) to note and classify certain stimulus features of subordinates without monitoring the categorization process itself. Cues such as sex, race, age, height, etc. are automatically recorded stimuli by which employees may be classified. Without intention of the appraiser, classification by means of automatic processes may have consequences for interpretation of subsequent subordinate behaviors if these categories covary with other categorical attributes or biases of the superior (Chassie, Note 1). Moreover, according to Feldman (1981), once a stimulus is categorized, recall and recognition of that stimulus are biased toward general characteristics of the category, including the "recognition" of information that was never presented. An abbreviated model of this process is shown in Figure 1.

Insert Figure 1 About Here

As shown in Figure 1, when an employee is assigned to the ingroup or the outgroup, further memory-based judgments of that employee are colored by the characteristics attributed to the category. The process is functionally identical to stereotyping. A number of studies have shown that characteristics such as race and sex, physical attributes by which persons are commonly automatically classified, impact the causal explanations of behavior, often to the detriment of persons in the category (Green & Mitchell, 1979). In fact, Terborg and Ilgen (1975) found that although equivalent male and female experimental targets were employed in equal numbers, women as a class were offered lower salaries, received less desirable task assignments on the job, and received less substantial salary increments.

For the present study, it is presumed that race is the primary characteristic by which members of the Management School faculty were automatically classified into ingroup and outgroup membership. The implicit assumption is that ingroup members (whites) receive advantaged treatment from the Dean (who is also white) with respect to allocation of extrinsic rewards such as pay, and outgroup members (nonwhites) receive disadvantaged treatment with respect to pay.

Therefore, the specific research question for which this study was designed to address was:

1. To what extent, if any, does racial bias or discrimination exist at the subject institution in the salaries of full-time management school faculty members?

The specifics of the study are detailed below.

Method

Subjects

The subjects for this study were 22 full-time Management School faculty members presently employed at an upper division and graduate institution of higher education in the Southwest. The enrollment of the University is 7000-plus students and the full-time faculty in the University number more than 200. The University is one of seven campuses (excluding medical school campuses) in the state university system. The subjects were all males with an average length of service to the University of six years. All subjects held the Ph. D. degree and all but three of the faculty members held rank at the tenured associate professor level or higher. One faculty member was an untenured assistant professor, one an untenured associate professor, and the other member was an untenured teaching associate. Only members of the faculty who had been at the university three years or more and had received at least two pay raise evaluations were included in the study. These criteria thus excluded three assistant professors, one of whom was female, because they had just joined the faculty within the past year. Seven of the 22 faculty members (32%) were nonwhite. Of these, one was a black American, three were of East Indian

descent, and three were of Chinese descent. Their present academic rank included four full professors and three associate professors. Two of the full professors and one of the associate professors had been promoted to their respective ranks within the past two years. The other four minority faculty members were appointed at their current respective ranks.

The rationale for limiting this case study to the School of Management faculty was that the School had perhaps the largest percentage of minority faculty members (i.e., nonwhite) of any school within the University. While anecdotal evidence exists in the University that suggests that minority faculty members in other schools and departments within the University may have suffered from treatment discrimination, the total university faculty as such was not examined due to the likelihood that many of the possible effects of discrimination might have been masked or not able to have been detected because of the larger overall sample and the relative small size of the minority faculty in the university, as was the case for the Sigelman, et al. (1983) study. Moreover, the School of Management was the only professional school on the campus of the University and the salaries of its faculty tended to be higher than the salaries of faculty members in other schools of the University. Therefore, a study of the total University faculty would confound any salary differentials between Management School and non-Management School faculty when

racial comparisons were made. For these reasons, the study was limited to the School of Management faculty.

Procedure

Objective data regarding the name, rank, and current nine-month salaries of the subjects were obtained for each year from 1975 to 1983 from annual copies of the University budget available in the University library.[1] From these data several measures were determined: (1) the total length of service of each faculty member at the University; (2) the total amount of salary raises received by the faculty member during his tenure at the University (equal to current 9-month salary minus starting salary); and (3) the average yearly salary increase given to each faculty member (equal to total increases received divided by (n-1), where n = number of years of university service.[2]) The race of each subject (white = 0, nonwhite = 1) was determined by direct observation by the present author and checked for accuracy of classification by comparing classification outcomes with one white and one nonwhite member of the University faculty outside the School of Management. Interrater agreement on racial classification was 100%.

Analysis

To examine the relationship between race and salary, multiple regression analysis was used. Two dependent variables, current salary and average yearly salary increases, were examined using stepwise multiple regression. The association between salary and

race was first assessed by fitting a simple regression model with race as the sole predictor of salary. Then, after a view of the overall race-based salary differential, rank and length of University service were introduced as additional predictors of salary into the regression equation, and the effect on the relationship between race and salary examined by entering race as a predictor variable last. The incremental contribution of race in explaining the variance in salary was thus determined by examining the F-value associated with the change in R^2 for the final regression equation.

Results

There was a significant negative relationship between race and average yearly salary increase ($r = -.463$, $p<.05$), with the sign of the correlation indicating that the white management faculty members received more than nonwhite faculty members in yearly raises, on the average. The unstandardized regression coefficient associated with this relationship is -411.64, which means that, on the average, nonwhite faculty members received $411.64 less than white faculty members in annual salary raises during their tenure at the University. Therefore, for example, if a minority faculty member had been at the University for five years, his salary would be more than $2000.00 lower than his white colleague who was appointed at the same time, other things being equal. The relationship between race and current pay was negative but not significant ($r = -.241$, $p < .20$), indicating that although white faculty members' current nine month salaries were higher than

nonwhite faculty members, the differences were not significant. However, the unstandardized regression coefficient associated with this relationship was -2994.28, suggesting a difference in current salary of almost $3000.00 between white and nonwhite faculty members. Again, however, this difference was not significant.

If treatment discrimination against nonwhite faculty members is not a problem, then one would expect the apparent significant difference in average yearly raises and sizeable, though nonsignificant, difference in current pay between white and nonwhite faculty members to disappear when other factors which could account for those differences are introduced into the analysis. For example, one might argue that pay differences between racial groups could be due to differences in rank, since in many organizations minorities tend to be clustered at lower organizational levels (Brown & Ford, 1977). Many of these persons might be recent hirees and thus are more junior people which tends to make them vulnerable to the "last hired first fired" threat in times of organizational "resizing." Additionally, since many minority employees might have been recently hired, their length of service might be shorter than many whites which could also account for some of the differences in pay.

Yet, a counter argument which would apparently give minority persons an advantage, if they were indeed more recently hired at lower organizational positions, is the fact that their current

salaries, at least, should reflect the more recent market condition whereby they would have probably been hired at higher salaries than many existing white faculty members holding the same rank. However, this latter argument only applied to two of the minority faculty members who had been hired within the past three years.

To examine these issues, rank and length of service were introduced into the multiple regression equations. If the variance in current pay and average yearly salary increases can be explained by rank and length of service, such that race does not explain a significant portion of the variance in pay, then a strong case for bias or treatment discrimination against minority faculty members would not apparently exist. Table 1 presents the means and standard deviations of faculty members' current pay and average annual pay raises by academic rank and race. Table 2 summarizes the statistical results with respect to average yearly salary increases and Table 3 summarizes the statistical results with respect to current pay.

Insert Table 1 About Here

Insert Table 2 About Here

Insert Table 3 About Here

Table 1 indicates that for all comparable levels of academic rank, the current pay and average annual pay raises of nonwhite faculty members is less than that of whites. Furthermore, as seen

in Table 2, a substantial and significant portion of the variance (26%) in average yearly salary increases is accounted for by race. In fact, an examination of the beta weights reveals the relative contributions of each variable in predicting average yearly salary increases and race was the strongest predictor. Rank was the second strongest predictor of average yearly increases and length of service was a relatively weak predictor. An examination of the unstandardized regression coefficients in Table 2 reveals that, with length of service and rank held constant, there is a $462.53 salary increase differential between white and nonwhite faculty members. That is, nonwhite faculty members received annual salary raises, on the average, $462.53 lower than white faculty members during their tenure at the University. Rank only accounts for a difference in salary raises of $25.52 per year and apparently persons are penalized the longer they have been employed at the University. That is, persons with longer tenure received $17.92 less than persons hired more recently in terms of annual salary raises. Thus, the combined effect of race and longevity at the University means that minority faculty members could expect to receive $480.45 per year less in salary raises than even recently hired or newly hired white faculty members, irrespective of considerations of rank.

Table 3 reveals a pattern of results similar to those for Table 2. Again, with respect to current salaries of faculty members, a significant portion of the variance (11%) is explained

by race over and above that which is explained by length of service and academic rank. The relative strength of the predictors, based on the beta weights, indicates that academic rank is the strongest predictor of current pay, followed by race. Length of service contributes a nonsignificant decrement in salary of some $409.33 per annum as movement is from shorter to longer tenured employees.

Thus, the combined results of Tables 2 and 3 are strongly suggestive of possible bias or treatment discrimination against minority faculty members in the School of Management at the subject institution and also suggest that perhaps minority group faculty members have been relegated to outgroup status by the Dean. Of course, some caution must be exercised in drawing inferences from the present results because of the case study nature of the research which involved only one school within one institution. Generalizations to other schools within the University as well as to other institutions is not warranted due to the limited scope of the study. Certainly it is possible that other factors, in addition to those examined, may influence the disbursement of extrinsic rewards involving pay. The implications of the results are discussed below in light of these caveats.

Discussion

The present results point toward some startling conclusions regarding pay discrimination against minority faculty members in the School of Management at the subject institution. The results are even more convincing, given the small number of subjects. The robustness of the regression procedures used, however, enabled certain differences to be detected. First,

there is an overall differential in average yearly salary increases of $411 between white and nonwhite management faculty members. When length of service and academic rank are controlled, this differential increases to $462. Likewise, there is an overall differential in current salary of $2994 between white and nonwhite faculty members. When length of service and academic rank are controlled, this differential increases by more than $1200 to $4229. Thus, rather than diminishing some of the apparent effect due to race, length of service and academic rank actually accentuate the effect. The effect of race on pay differentials cannot be explained by differences in rank or differences in length of service. Therefore, the process by which organizational rewards, namely pay, are determined and disbursed certainly appears to be biased against minority faculty members. Minority faculty members pay a "minority tax" in real dollar terms of $4229, which is perhaps only a part of the total tax extracted by the organization and similar to the "black tax" discussed by Brown (1975, 1977).

The obvious factor which could account for differences in pay that was not examined in the present study is performance. One could argue that minorities are lower paid relative to whites because they are poorer performers. This seems logical if a truly performance-based reward system were operating. However, prima facie evidence would seem to suggest that differences in performance, in and of itself, cannot account for differences in rewards or that minorities are in fact poorer performers relative

to their white colleagues. First, two of the minority faculty members were initially appointed to the faculty at the rank of full professor. Therefore, their past performance had been such that it merited appointment at that rank. If one believes that past performance is a good predictor of future performance, there is no reason to believe that these faculty members have experienced a substantial reduction in their level of performance. Second, three of the minority faculty members have been promoted recently to the next higher academic rank - two to the rank of full professor and one to the rank of associate professor. Presumably these persons' promotions were based on exceptional levels of performance at the time. One additional minority faculty member had been recommended for promotion to the full professor rank but the recommendation was overturned by the University administration. The remaining minority faculty member has not been in grade long enough to be considered for promotion. It is difficult to argue, therefore, that minority faculty members receive lower pay raises and current pay because they are poorer performers than their white colleagues.

If the present findings are accepted as representing the best evidence that is currently available, the implications of the analysis are quite clear. The University administration, as well as the Dean of the School of Management, must review the process by which organizational rewards such as pay are disbursed.

Personnel decisions involving pay do fall under the purview of the new "Uniform Guidelines on Employee Selection Procedures" (Federal Register, 1978). Thus, if University administrators desire to meet affirmative action goals as well as insure that minority faculty members are paid equitably relative to white faculty members, then they must move to develop and validate decision strategies for all personnel actions.

It is doubtful that criterion-valid or content-valid evaluation procedures exist for assessing faculty performance and making salary decisions in the School of Management. The primary vehicle for reporting data on performance is a self report activity sheet which requests the faculty member to summarize his or her yearly activities with respect to publications and conference presentations, teaching activity, academic citizenship and faculty recruiting. This information is then forwarded to the Dean for his action on merit raises. The acceptability of this process is certainly questionable in light of a recent review of court cases relevant to performance appraisal (cf. Odom, 1977) which noted that, among other things, appraisal systems should be established such that (1) evaluators or raters directly observe performance, (2) ratings are not based on vague, subjective factors, and (3) ratings should be collected and scored under standardized conditions. Since the rating categories on the self report form used by the School of Management may give rise to

various interpretations and different frames of reference by the individual faculty members, it is doubtful if they could be considered "standardized" and a good deal of subjectivity is introduced into the process. Additionally, the Dean rarely, if ever, directly observes the overall performance of faculty members with respect to publications and conferences and teaching activity especially. Thus, one could argue that the present appraisal system is not in keeping with the requirements of the Guidelines or recent court requirements. For example, the U. S. Supreme Court has held (Albemarle v. Moody, 422 U.S. 405, 1975) that supervisors cannot rank employees using standards that are vague and open to divergent interpretation.

Thus, the outcomes of the salary policy as administered by the Dean of the School of Management amount to what one author has termed the "jackass effect" in organizational compensation (cf. McConkey, 1980). The jackass effect is present in any compensation plan when the plan is not formulated and administered in a manner which preserves and furthers the only two objectives of meaningful compensation, namely, to promote and attain equity, and to motivate for better performance (McConkey, 1980, p. 119). Forms of the jackass effect which appear to be especially practiced at the subject institution include (1) use of an ineffective evaluation method, and (2) compensation is separated from performance, in most cases.

Furthermore, Bernardin, Beatty, & Jensen (1980, p. 313) have noted that

> . . . it is not uncommon to find a departmental chairperson, promotion and tenure committee member, or dean thumbing through personnel files seeking negative information on which to justify adverse decisions with respect to tenure or salary for faculty members who had never been admonished of such deficiencies or told of the specific criteria upon employment. . . .

Discussions with several minority faculty members as well as several white faculty members revealed that the above observation of Bernardin, et al. (1980) could easily be applied to the School of Management at the subject institution.

Another implication of the present findings for the University administration relates to its efforts to recruit minority faculty members in accordance with its stated affirmative action plan. If the present results are interpreted by blacks, Hispanics, and other ethnic minority group members to be indicative of conditions that exist throughout the University, then an implication of this is that the subject institution may experience difficulty in recruiting members from these minority groups. Moreover, the present results also make it increasingly more likely that it will be harder to retain present minority faculty members who may decide to leave rather than stay and continue to experience the treatment discrimination in pay. Three of the seven minority faculty members

have presently taken leaves of absence from the University and there are doubts as to whether or not they will eventually return. This is understandable from the viewpoint of equity theory (Adams, 1963, 1965), when minority faculty members compare their outcomes and inputs (contributions) to the outcomes and inputs of white faculty members. Additionally, March and Simon (1958) suggested more than a quarter century ago that employees would often take action to bring the inducements-contributions equation in their favor such that organizational inducements equaled or exceeded the members' contributions. Such actions might involve a reduction in contributions or seeking employment someplace else where the inducements are greater. Thus, those who have taken leaves may be in the first stages of withdrawal from the organization.

The present study has pinpointed some dramatic differences in pay between white and nonwhite management faculty at the subject institution which are suggestive of bias against minority faculty members. Further research into the causes of and the factors related to these differences, over and above that due to race, is needed, since a sizeable proportion of the variance in pay was not explained by the factors examined.

Indeed, Roose and Doherty (1978) have criticized the regression approach used in the present study as having the drawback of possibly not including one or more important variables in the analysis. The present author agrees with this potential drawback but it should be noted that the major shortcoming would be the noninclusion of a

variable that is differentially related to race. While it is possible that the University reward system itself reflects white values, such other critical variables to the analysis do not readily come to mind. Moreover, the social judgment approach by Roose and Doherty (1978) does not solve all potential problems related to examining discrimination in that their approach requires the use of self report questionnaires on the part of respondents which could possibly contribute to a common method variance problem. The present analyses utilized all objective data as input variables, which eliminates the common method variance problem. Additionally, a sizeable and significant portion of the variance was explained by race. Regrettably, the School of Management in particular and the University in general face a formidable challenge in attempting to rectify the apparent discriminatory situation.

The maintenance of a discriminatory posture on the part of the University can be very costly in human as well as capital terms. Bergmann (1971) has noted that eliminating race and sex discrimination in the U. S. would unleash a six percent increase in the gross national product. Certainly, similar gains in organizational productivity might be realized through the equitable treatment of management faculty at the subject institution. Hopefully, fairness and equity in pay decisions will ultimately prevail in the near future.

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1. Chassie, M. Vertical dyadic linkage information: Predictors and processes determining quality supervisor-subordinate relationships. Unpublished manuscript; The University of Texas at Dallas, Richardson, Texas, 1982.

Footnotes

[1]1975 was taken as the base year for the study because this was the year in which a substantial increase in the size of the faculty occurred due to the addition of the undergraduate programs in the University. For the four management faculty members who were employed prior to 1975, their 1975-76 salary was substituted in the analysis for their original starting salary.

[2]A person who had been employed for n years would have received (n-1) evaluations for salary raises. Therefore, for all persons involved, the length of service variable understates their actual service by one year.

Table 1.

Means and Standard Deviation of Current Pay and Average Pay Raises by Race and by Academic Rank

Racial Group and Academic Rank	N	Average Org. Tenure (Years)	Average Current Pay	S.D.	Average Annual Raise	S.D.
White	15		42780.00	6353.65	3002.45	413.66
Teaching Associate	1	3	43800.00	-	2900.00	-
Assistant Professor	1	3	33000.00	-	2150.00	-
Associate Professor	5	5.6	36700.00	1361.98	2844.00	189.48
Professor	8	7.1	47675.00	3475.12	3220.85	379.43
Non-White	7		39785.71	4587.09	2590.82	308.26
Associate Professor	3	4.7	35833.33	2753.78	2700.00	264.58
Professor	4	7.2	42750.00	3112.87	2508.93	350.03

Table 2

Multiple Regression Summary for Average Yearly Salary Increases

Predictor	R	R^2	b[a]	F	Beta[b]
Length of Service	.130	.017	-17.92	0.210	-.103
Academic Rank	.316	.100	25.52	3.706	.439
Race (0=white,1=nonwhite)	.603	.364	-462.53	7.481**	-.520
Constant			2489.19		

[a]Unstandardized regression coefficient

[b]Standardized regression coefficient

** $p < .01$ (one-tailed)

Table 3

Multiple Regression Summary for Current Salary

Predictor	R	R^2	b^a	F	$Beta^b$
Length of Service	.245	.060	-409.33	0.739	-.169
Academic Rank	.634	.402	618.25	14.664***	.762
Race (0=white,1=nonwhite)	.718	.515	-4229.04	4.217*	-.341
Constant			30222.00		

[a]Unstandardized regression coefficient

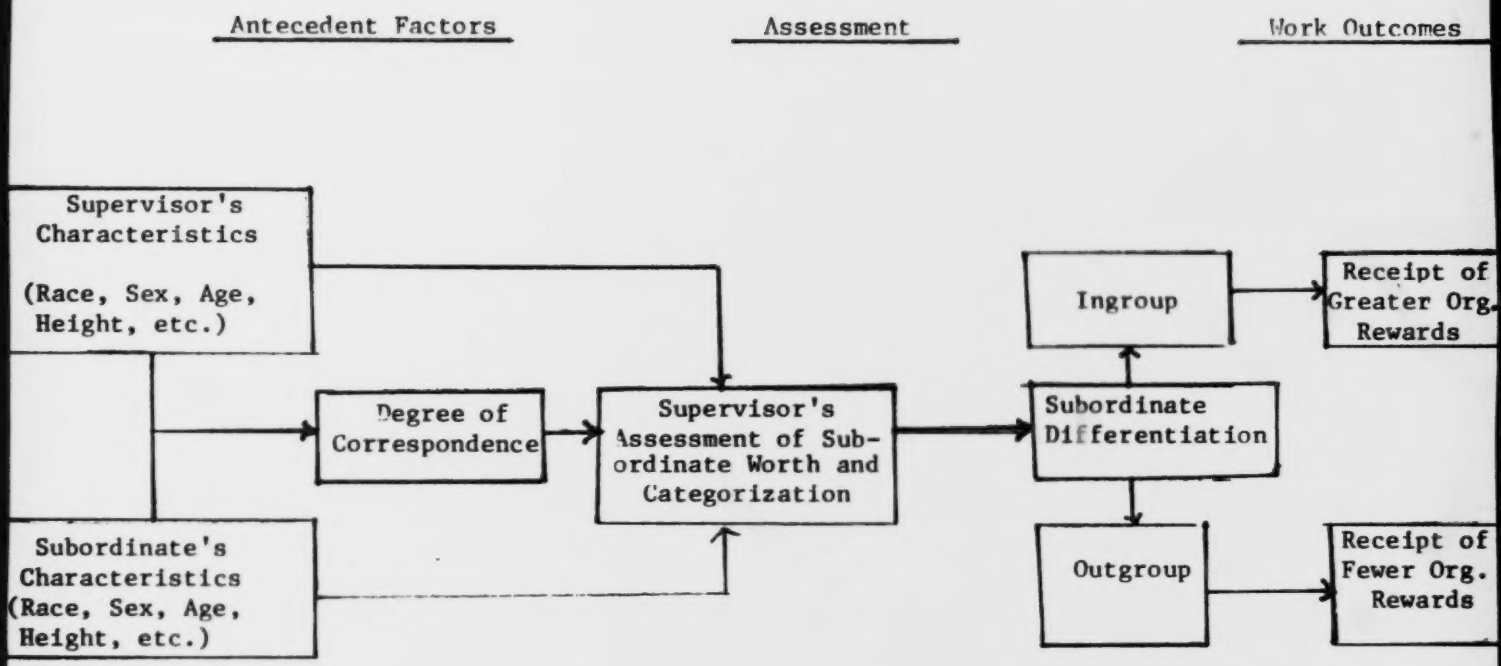
[b]Standardized regression coefficient

* $p < .05$ (one-tailed)

*** $p < .001$ (one tailed)

Figure Caption

Figure 1. A model of automatic categorization of subordinates by supervisor.


Antecedent Factors
Assessment
Work Outcomes
Supervisor's Characteristics (Race, Sex, Age, Height, etc.)
Subordinate's Characteristics (Race, Sex, Age, Height, etc.)
Degree of Correspondence
Supervisor's Assessment of Subordinate Worth and Categorization
Subordinate Differentiation
Ingroup
Outgroup
Receipt of Greater Org. Rewards
Receipt of Fewer Org. Rewards